

## One Year Plan for the Greensboro Police Department

This document is intended to describe the first year plan and overall direction of Chief of Police Wayne Scott for the Greensboro Police Department. The ultimate goal of this plan is to allow the Greensboro Police Department (GPD) to fulfill its vision statement of “The Greensboro Police Department will be a national model for exceptional policing through our commitment to excellence, selfless public service, and effective community partnerships”.

This plan contains two separate strategies: First, the comprehensive timeline of total implementation of Neighborhood Oriented Policing (NOP) and second, a list of both short and long term organizational changes designed to create or strengthen community and police relationships.

The NOP philosophy that has been adopted by the GPD is the final product of over two years of work related to two separate departmental studies. In early 2011, the Police Department began a comprehensive staffing study. The goal of this study was to determine how the organization could deploy its existing resources for maximum delivery of law enforcement services and meet the community needs for nontraditional law enforcement calls. Additionally, with the aid of an outside consultant and computer software purchase entitled “Ops Force”, the department would come to develop a standardized reliable way to estimate future needs for police and support services as the city grows and develops.

During the same time frame, the department began to research and explore the benefits of shifting to a Problem Oriented Policing (POP) response and moving away from the

more traditional reactive response model. The benefits of POP were significant related to preventing and solving crime but the residual benefits related to strengthening community and police relationships made this a win –win for the organization. By early 2012, the department had hired an outside consultant and formed the first POP committee. The mission of the committee was to create a plan to implement the POP philosophy throughout the department. In 2013, the department along with the assistance of the outside consultant, applied for and was granted a Department of Justice grant to study the application of the Stratified Model of POP in a large police organization. The stratified model allowed problems to be categorized by their complexity and assigned to different levels in the organization for problem solving.

As both of these individual projects worked toward a conclusion, it became obvious they had many overlaps related to implementation. In late 2013, the decision was made that both projects would be joined into one single department wide reorganization. Both outside consultants and many internal departmental resources worked on completing a single plan. During the completion phase, the plan was renamed NOP, to encompass all aspects of the plan and to respond to the growing desire by many in our community to have a stronger bond with the officers that service their areas.

The final comprehensive plan was completed in April, 2014. The finished plan outlined four goals:

1. Average response time to Priority 1 Call must be less than 7 minutes
2. Average response time to Priority 2 Calls must be less than 12 minutes

3. Each Patrol unit should have 24 minutes or 40% of each hour available for problem solving
4. There must always be one unit available in each division at all times.

The final implementation plan outlined a nine month timeline for the entire process. During those nine months, the department would hold a series of community forms to explain the plan and obtain feedback from the affected communities. There would also be several employee meetings and because the staffing of the plan called for significant changes in assignment, shifts, and reporting times, the effected employee would be allowed to request specific assignments and these requests were to be filled based on seniority.

Several things occurred over the next few months and are still true as of today. First, we received mixed feedback from many of our community groups. The community forums all showed very positive responses concerning the philosophy of NOP and even the new geography alignments. However, many communities did not like the idea that because of staffing changes, we were removing a group of dedicated community officers know as Community Resource Teams (CRTs). The overall employee feedback was very similar but for different reasons. The rank and file liked the CRT positions because it allowed for movement and experience in patrol. The CRT positions were usually occupied by young officers that did not qualify for movement outside of patrol to more specialized units. The CRT position was viewed by many as a training ground for those officers that had mastered the patrol function but were not ready to move on. Similarly, our command level officers also liked having the CRT spots in each district;

these positions were the only discretionary resource available within patrol. Most commanders did not like having to go outside their chain of command to obtain help on short term issues that required additional officers. Overall, losing those positions was not a popular decision. Lastly, the NOP timetable appears stalled because some employees do not fully understand or have full faith that NOP will ever be implemented.

My plan of action to overcome these issues that have arisen with NOP is to simply separate the program as it was originally intended and slow the implementation down to a three stage process. As Chief, I am again connecting with the community, in order to better explain the new philosophy and receive feedback. With the realignment stage being separate from the staffing stage, the organization will have time to evaluate the effectiveness of each stage independently. I share many of the concerns from our employees related to staffing and deployment. However, I also strongly believe in the NOP model of policing. Connecting our officer directly with the neighborhoods they serve and having them use a problem solving approach to every call is a benefit for everyone. The police get the benefit of being better crime fighters and not just report takers. The community obtains a strong connection with the officers that work their areas and the rapport between citizens and police is invaluable. I believe when our officers have the opportunity to relate to the citizens and gain the personal connection that NOP creates as a whole, they will see that we have very strong support in our community and this will lessen the tension around the occasional problematic encounters. The concerns related to staffing can be addressed by a slight manipulation of the four goals. The proposed staffing is merely a byproduct of what is needed to

meet the aforementioned four goals in the original plan. Although all four goals are good, I am not convinced the target numbers are where we need them. I am concerned that the drastic changes in staffing may not be worth the community sacrifice required to implement the original plan as proposed.

My timetable for complete NOP implementation going forward would be as follows:

Stage one: Geographic realignment of the districts. This process is ready to go and will proceed on April 29<sup>th</sup>, 2015. This stage is well overdue and something that GPD has regularly conducted every 7 to 10 years throughout the past 30 years. All dispatch systems are prepared at police communications and because the plan does not change the number of districts, this portion of NOP can be implemented independent of the rest of the plan. Each patrol district currently has between 98 to 110 sworn call answering units assigned. After the new geographical plan is in place, the only significant change will be a more closely balanced call load in each district. Because the staffing is so close already, this stage can be accomplished with little or no staffing changes and will be viewed as a positive step forward by the rank and file.

Stage two: Adjust staffing to levels as needed to accomplish problem solving responses. This process would be implemented 90 to 120 days after stage one. This would allow for a thorough evaluation of stage one and any geographic changes that may arise. More importantly, as Chief, I will have the opportunity to hold additional community forums and employee meetings. These meetings will have several different

objectives. The community forums will serve to formally introduce me as the new chief to the community and create a platform for me to address many of the community concerns about NOP. In this format, I can discuss the overall NOP program and explain the community benefits. I believe that the chief's message is most effective when the residents hear it in person and face to face. I foresee these forums consisting of several large venue events in each patrol division. I have already attended multiple smaller individual neighborhood and community events. As chief, I have already energized many nontraditional resources such as the faith community and local schools to get the connection needed in order to make these forums successful. The employee meetings will need to be delivered in multiple formats as well. Because of the nature of police work, it is important to the employees to see the chief at different times and on all shifts. As chief, I have set aside open blocks of time on a weekly bases throughout the department to allow "Conversations with the Chief"; this has proven to be very successful. These meeting are designed to provide an opportunity for the employee to engage the chief about NOP or any other topic. I believe that there is a middle ground in the staffing realignments. I believe we can move resources and accomplish the design of NOP while still leaving some original resources in place. I think that there is a need for units similar to CRT. I do not believe we need the extremely high number currently assigned to patrol. I also believe the previous plan fails to take any of our support functions into account and as the functions of patrol changes, we will need to allow for change in other places such as Criminal Investigations and Vice and Narcotics. These decisions would also be made prior to staffing changes.

Stage three: The final and full implementation of NOP would occur over a 90 to 120

days period following stage two. This stage requires each member of the organization to have additional training tailored to their individual assignment both sworn and non-sworn. Much of this training has already begun and is being delivered via the web, but it is my belief, in order to obtain full commitment from our employees, they will all need some face to face education related to true problem solving and resource management. This training will take place over several months and in several formats such as Roll Call training and Court Day training. It will also require strong reinforcement from the command staff and myself. Additionally, stage three will require many of the small policy or procedural items to come together. Case routing and follow up will need to be changed throughout the organization. Lastly, we must have a clearly established chain of accountability. As an organization, we must determine how we will hold one another accountable for the work and assess when we are successful or when another approach to a problem is required. This step is extremely important and something that should include all levels in the organization. I plan to expand the current POP committee to include members from all ranks and divisions and include a community representative. This group will lead the rest of the organization in developing rules of accountability at each level and how the accountability will be tracked. I have already begun shaping meetings that allow upper command levels to hold weekly meetings but as the accountability moves downward in the organization it will require written documentation and rules around expectations.

I foresee that total implementation can be achieved in nine months to one year from the start of stage one. I believe this is a strong implementation plan and allows for us to

more forward as an agency and capitalize on many years of hard work and planning. It also allows for us to show our community the value of this plan and how NOP is good for everyone concerned.

This comprehensive plan and timeline allows for us to answer those concerns both internally and in our community. This new philosophy of policing coupled with proper deployment and staffing will shape the GPD for many years to come.

In addition to these three steps, I have established six over-arching strategies to support GPD's mission and vision. These strategies – along with some initiatives that support them – can be found on the attached document. Many of these initiatives are already being explored while others will begin in the near future. The listed initiatives are neither all inclusive nor fixed. As we continue advancing GPFD towards a national model for exceptional policing, we will certainly find more actionable items that support our strategies.

- Expanding GPD's community outreach efforts to better connect with all of Greensboro's residents, business owners and visitors;
- Instituting professional development programs to build skilled, passionate and values-based employees;
- Placing greater emphasis on recruiting and retaining qualified officers, with a focus on diversity;
- Providing the department and the people it protects with cost-effective, innovative, and sustainable services and equipment;
- Implementing emerging best practices in policing to reduce crime and improve



quality of life throughout the city;

- Emphasizing the nobility of policing throughout the department's culture and the Greensboro community.

I believe all of these changes will positively affect the police department and our community. We are committed to building on the strengths of our department and our partnerships to improve the quality of life for Greensboro's residents and guests.